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MEMORANDUM FOR: Director of Personnel

SUBJECT : Position Paper on Personnel Management
Procedures in the DD/O

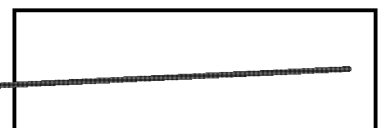
In response to your request, the Office of Personnel Junior Advisory Panel has prepared the attached position paper on personnel management procedures in the Directorate of Operations. The position paper presents recommendations for significantly changing present personnel management procedures in the Directorate of Operations but because of timing, it does not contain detailed plans on how these recommendations can be implemented. The Panel is prepared to develop implementation plans on its recommendations if requested.



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Chairman, Junior Advisory Panel

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I. OBJECTIVES

The Panel feels that the personnel management procedures in the DD/O need to be changed in order to achieve the following objectives:

A. To increase the efficiency and productivity of the personnel management system, both in the Directorate of Operations and the Office of Personnel.

B. To insure effective utilization of the resources of the Office of Personnel.

C. To insure the proper and effective utilization of personnel officers assigned to the Directorate of Operations.

D. To sharply divide personnel administration from operations management so that the energies and resources of both can be effectively focused on their own areas of responsibility.

E. To strengthen and give direction to the development and advancement of employees in their professions.

F. To make a DD/O assignment more meaningful in the development of professional personnel officers.

II. RECOMMENDATIONS

1. Abolish the DD/O Personnel Staff as it presently exists:

A. Division and Branch personnel components would absorb most of the duties and responsibilities now carried out by DDO/PER. The purely signatory functions of DDO/PERS would be eliminated.

B. Create a small DD/O Personnel Staff similar to those now in use in the DDI and DDS&T, reporting directly to the Deputy Director, providing him with advice and information on personnel management. In addition, its functions would

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be limited to providing advice and guidance to the components, supporting activities between Divisions, and developing Directorate personnel management policy. This office should consist of a Chief, Deputy Chief, four officers, and three secretaries who report directly to DDO/OP. This cutback will result in a reduction of 16 positions (does not include the positions in Para C1 below).

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C. The functions of DDO Personnel should be redelegated as follows (see attached organization charts):

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2. The DD/O should establish and publish clear guidelines regarding the duties and responsibilities of personnel officers in the DD/O. Personnel administration policy should be promulgated to the branch chief level. Jurisdictional disputes involving personnel administration should be brought to the attention of the appropriate line manager. This policy, hopefully, would eliminate duplication of effort which now exists where case officers devote much of their time to personnel administration and become involved in purely personnel matters instead of leaving them to the personnel officer. Present practices divert attention from substantive matters and allow administrative and personnel resources to be under utilized.

3. Division personnel officers should be made the permanent secretaries to the Division Personnel Management Committees and provide advice to them. Either the Chief of Support or the Chief of Personnel, whoever is appropriate, should be a voting member of the committee.

4. The Division Personnel Management Committee (PMC) should be the decision making panel for employee development and management, to include all facets of personnel administration. Career decisions should be made by the division PMCs utilizing the advice and guidance of the component personnel officers. The day-to-day management of employees should be based on the interplay between the branch line managers and the personnel officers.

5. The Office of Personnel, the Office of Finance and the Credit Union should assume responsibility for initiation and answering all correspondence pertaining to purely technical matters within their jurisdictions. This procedure would eliminate the component personnel officer from acting as the middle man on technical correspondence and free his time for less mechanical activities.

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